THE ADAPTATION IN MARKETING STRATEGIES AND PROGRAMS OF THE JORDANIAN EXPORTING FIRMS

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Mohammad A. Arabiat

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ABSTRACT

This research investigated the degree to which the marketing mix elements and the overall marketing strategy were adapted for international markets and how the internal factors such as (firm, product) and the external factors as (industry, export market) influenced the level of the adaptation in the marketing program and strategy of Jordanian exporting firms. This study surveyed the marketing and the exporting managers of the Jordanian exporting firms, through mailing list from Jordan Export Development Corporation (JEDCO) were 100 questioners where distributed and reposed of 31 feedbacks.

The results indicated that government regulation was the most influential factor on the degree of adaptation of the marketing mix elements and marketing strategy of Jordanian exporting firms, followed by the cultural differences, competition intensity and the difference in the marketing infrastructure, and on lower degree the level of international experience and the allocated financial recourses. The results also indicated that adaptation of marketing mix elements was the highest for promotion and pricing, followed by distribution then product.

This study recommended possible reasons for modifications of marketing program such as price and promotion adaptation are required when (a) the main export product is consumer product and / or (b) the level of competition is intense and /or (c) government regulation requires modification and /or (d) when the firm has substantial international experience.

Chapter 1: Introduction

1.1 Introduction:

The first decision which firms are facing when they decided to export is to choose whether to adapt or standardize their marketing mix as product adaptation, distribution adaptation, price adaptation and promotion adaptation, Hence, this decision is influenced by internal and external factors, as per quick literature review there are several factors that affecting the adaptation decision as firm, product, industry and export market characteristics. This research aims to find out the relation between the above stated factors and its derivatives on the degree of the marketing strategy and programs adaptation.

The most well known theory of the international marketing, stated that the international marketing process and program should be standardized across all markets (Rudden 1982, Terpstra 1987)

As the markets become more homogenized, the firms can market identical products and services worldwide through standardized marketing program. (Levitt 1983, Ohme 1985)

The critics of standardized international marketing program argued that the cultural, political and economical differences among nations require that marketing programs to be adapted to the local market conditions (Hill and Still 1984, Wind 1986)

Recently, researchers have suggested a contingency perspective to identify factors that affect the degree of adaptation that is desirable and feasible (Jain 1989, Walters 1986).

Many research and articles discussed this issue, but there was little agreement on the factors under which either standardization or adaptation is suitable in the international markets. (Cavusgil, Zou and Naidu 1993)

Any exporter in this world , have a range of choices from having identical marketing programs and strategies to completely different adapted marketing programs and strategies, or somewhere in between these two extremes in which some elements of the marketing program are standardized and some are adapted to the local conditions. This is a complicated decision as this function related to many variables that need to study and understand. (Sang 2006)

Jordan case is particularly interesting since external commerce has contributed significantly to its economic development with 25-37% over the past decade (Department of Statistics, 2009) though when Jordanian firms starting to expand their operations in overseas markets, they have the challenge of transferring their marketing programs and strategies over the international markets. Moreover, the international marketing managers don’t have solid guidelines available to guide them on how much standardization/adaptation is required when they plan to place the product in a foreign market.

1.2 Problem Definition

The adaptation refers to the degree of which the product, promotion, distribution and pricing strategies differ between home and foreign markets.

Different conditions such as firm factors, product factors, industry factors and market factors affect the degree of marketing strategies and programs adaptation of firms.

Moreover, most of the studies in the international marketing field consider that the marketing adaptation vs. standardization have two sides, process and program. The program refers to the different marketing mix components and the process refers to the required tools that aid to develop and implement the marketing program. (Sorenson and Wiechmann 1975; Jain 1989; Cavusgil, Zou and Naidu 1993).

This study emphasis on the marketing program adaptation which includes the product, price, distribution and promotion programs.

This research is trying to answer the following questions:

a. Is there an influence of the internal factors (firm factors and product factors) and external factors (industry factors and export market factors) on the degree of adaptation of the marketing program and marketing strategy?
b. What is the influence of the internal factors (firm factors and product factors) on the degree of adaptation of the marketing program and marketing strategy?
c. What is the influence of the external factors (industry factors and export market factors) on the degree of adaptation of the marketing program and marketing strategy?

1.3 The Importance of This Study

The debate concerning the natural of standardization versus adaptation has led to increase the number of studies that investigate the relationship between various in internal and external conditions and the adaptation of the marketing program (Cavusgil and Zoul, 1994).

This study will try to give more insights to the exporter's adaptation in the developing countries Jordan as an example; hence this study has the following advantages:

a. According to the researcher knowledge, it is the first time in Jordan that we have an academic research tackles this topic, for the exporting sector in Jordan.

b. Jordan achieved an annual increase of 9% in the exports of manufactured goods. The country relies on foreign trade to fulfill its requirement for energy. Transport, mining, manufacturing and other export-oriented sectors of Jordan were severely impacted in the late 2000s by the global financial crises. Re-exports also declined sharply during the recession. Exports fell to $4.520 billion in 2009, from $5.633 billion in 2008. Jordon imported goods worth $9.995 billion in 2009, which was lower than the $12.061 billion worth of goods imported in 2008. Jordan primarily exports the following commodities: Clothing, Fertilizers, Potash, Phosphates, Vegetables and Pharmaceuticals. As illustrated in table 1.

   The following countries are the main partners of Jordan as of 2008: India, Iraq, USA, KSA and UAE.

Table 1

Main Exported and imported goods for the duration 2007-2009 (in million JOD)*

Exports				Imports			
Goods	**2007**	**2008**	**2009**	**Goods**	**2007**	**2008**	**2009**
Clothing	843	716	589	Crude Oil	1465	1858	1067
fertilizers	275	612	311	Machinery	828	1024	858
Pharmaceutical	299	353	334	Electrical devices	840	902	627
Vegetables	262	277	265	Transport equipments	694	835	984
Potash	227	545	317	Iron	519	792	598
Phosphate	138	372	264	Cereals	538	657	374
Others	1139	1556	1494	Others	4839	5993	5487
National Exports	**3183**	**4431**	**3574**				
Re-Exports	**880**	**1202**	**946**				
Total Exports	**4063**	**5633**	**4520**	**Total Imports**	**9723**	**12061**	**9995**

*Department of statistics

c. This research is expected to help in broaden the awareness among the general managers and marketing managers of the Jordanian firm about the importance of understanding the concept of adaptation versus standardization which leads into better performance in the foreign markets.

d. The earlier research has focused on only one or two aspects of the marketing mix, our aim is to contribute to the field by considering the adaptation of all four marketing mix aspects product, promotion, price, and distribution strategies while using the experiences of small, medium and non – western firms.

e. This study added new factors such as the firm's financial resources allocated to export activities, as per my literature review a few studies dealing with this influential factor.

f. This study presented a concrete guideline to the international marketing scholars from countries that still in beginning of their way to be industrialized country, and to bench mark this study in the future.

1.4 The objectives of this study

This research attempts to integrate the past research in international marketing management and explore the practice of marketing adaptation by the Jordanian firms in their foreign markets , hence, this research aims :

a. To specify the main external and internal factors of what influence the degree of adaptation of the marketing program and strategy at the Jordanian exporting firms.

b. To examine the relation between the internal and external factors and the degree of adaptation of the marketing program and strategy at the Jordanian exporting firms.

Chapter 2: Literature Review

2.1 Introduction

Adaptation of international marketing strategy refers to using different product, price, distribution and promotion programs on a global base. Many international marketing research and articles discussed the standardization vs. adaptation issue for more than three decades. The majority (around 55%) of the published studies is conceptual such as Jain (1989). Elinder (1961) was first raised to discuss the advertising as he suggested the standardization among European consumers in advertising as it both desirable and feasible. in addition (Killough 1978; Miracle 1968; Peebles, Ryans, and Vernon 1977) studied the issue related to the advertising standardization.

Afterwards, the scope of studies got enlarged to cover the promotional mix then to include the entire marketing mix , the studies discussed the benefits and barriers to standardization addition to the question of which elements of the marketing mix should be standardized , to what degree , and under what conditions. (Schultz and Kitchen, 2000; Kanso and Kitchen, 2004.)

2.2 Standardization

Standardization: Involves the offering of identical product line at identical prices through identical distribution system supported by identical promotional programs in different markets (Deiradre,1999) , Levitt (1983) stressed that the revolutions of the communications and transportations lead to a globalized markets and the homogenized customers group. And in order to develop high quality product at competitive prices the company must standardize the marketing program. He argued that you can have single marketing strategy with standardized marketing mix as the consumers needs, wants and requirements do not vary significantly across markets, this approach secures economies

of scale in production and marketing. Then Ohmae (1985) mentioned that the major markets such as USA, Western Europe addition Japan are fairly homogenized and the companies should consider standardization as feasible option.

The supporters of standardization also emphasized on the trend towards global brands and the homogenization of global markets , addition to increased travel and the similarities of consumers wants and need

Papavassiliou and Stathakopoulos (1997) supported the standardization because it allows multinational company to maintain consistent corporate and brand image globally, with least contradiction for frequent traveler’s consumers, addition to the advantages of economies of scale, experience and learning curve effects.

2.3 Adaptation

Concerns the completely tailer-made marketing strategies and programs which contain no common elements Bradlely, (1995) On the other hands, many researchers as (Buzell 1968; Hill and still 1984 Wind 1986) stated that adaptation is required because of the differences among markets in terms of culture, stage economic development, political legal system, customer values and lifestyle.

According to Wind (1986), and Douglas and Wind (1987) the global product with standardized name, features, advertising is a special case and it cannot be applied in many situations.

Kotler (1986) was against implementing a blind standardized marketing program without research based activities that guide to adaptive marketing program.

Keegan and Green (2000) made a comparison between standardization international marketing strategies and undifferentiated target marketing strategy within the same country. As both of them contains the same marketing mix without customizing its elements in order to meet the needs and wants of target markets for the mass marketing strategy, or not responding to different macro and micro-environmental factors related to the target country for the standardized strategy.

Yip (2003) stresses on the difference between the global marketing and the standardized marketing process. Therefore the global marketing strategy does not mean a complete uniform or content for every aspect of the marketing mix.

2.4 Contingency

More recently, researchers have said that neither complete standardization nor adaptation of marketing program is conceivable, they argued a contingency perspective on standardization vs. adaptation issue. This perspective defines the relation between the adaptation and the standardization as two extremes of the same continuum; and there are different external and internal factors that affect the degree of adaptation or standardization (Wind and Douglas1986, Jain 1989, Akaah1991)

Wind and Douglas 1986 note that the decision on standardization is not a dichotomous one between complete standardization and customization. Rather, there can be degrees of standardization; and among the internal and external factors the product/industry characteristics are dominant.

Jain in 1989 layout the framework for determining marketing program standardization, such as target market (e.g. geographic area and economic factors), Environmental factors

(e.g. physical environment, legal environment, political environment and marketing infrastructure), market position (e.g. Market development, Market conditions, Competition), natural of product (type of product, product positioning) and finally the organization factors (corporate orientation , Headquarters-subsidiary relationship, delegation of authority).

Buzzel (1968), Sorenson and Wiechmann (1975), and Walters (1986) argued that the difference in the legal and cultural environment; conditions of product use, company factors and competition are vital motivators for adaptation.

2.5 Export Marketing Strategy

Cavusgil and Zou (1994) define the export marketing strategy as the means and tools that the company responds to the interaction with the internal and external factors in order to meet the preset objectives of the export company. And it is similar to the conventional marketing plan elements such as product, promotion, distribution and pricing.

Aaby and Slater (1989) add the market selection element to product, promotion, distribution and pricing strategies.

Chetty and Hamilton (1993), after reviewing 111 empirical studies in the expert literature between 1978 and 1991, argue that export marketing strategy encompasses market selection, use of intermediaries, product mix, product development, promotion, pricing, and staffing.

In this research we will eliminate the market selection and staffing thus, will cover the product, promotion, distribution and pricing strategies; in order to directly contribute to the objective of the study.

2.6 Factors affect the degree of adaptation of export marketing strategy

A review of the literature indicates that researchers have developed different modules based on the contingency framework by Jain (1989). Cavusgil, Zou and Naidu 1993 emphasis that the degree of the adaptation of the marketing strategy is influenced by industry, firm, products and export market characteristics. Then Cavusgil and Zou (1994) grouped the influential factors on the degree of adaptation of export marketing strategy into external factors as the industry characteristics (technology intensity, and price elasticity) and export market characteristics (export market attractiveness, cultural/legal similarity, competition, brand awareness among export customers). And internal as firm factors (extent of international business involvement, and resource available for export development, international experience) and product factors (type of product and uniqueness, experience with product, product-cultural compatibility with the export market).

Chung 2002 in the proposed framework has identified factors as significantly related to the degree of adaptation of the marketing strategy such as product type, consumer behavior, marketing infrastructure, political environment and firm size.

Sange 2006 has grouped the different variables that influence the adaptation strategy under four groups e.g. firm factors, product factors, industry factors and export market characteristics.

After the citation of previous studies, we build a conceptual frame work to test the relation between the external and internal factors and the degree of marketing strategy adaptation as per the figure 1. The proposed framework hypothesizes that the degree of marketing mix adaptation (product, promotion, pricing and distribution) is a function of

1. Internal Factors:

Firm factors: a. International Experience b. Allocated financial resources

Product factors: a. Type of product

2. External factors

Industry factor: a. Level of competition

Export market factors: a. Government regulations b. Cultural differences c. Economic differences d. marketing infrastructure.

As the overall marketing strategy is a function of the marketing mix 4Ps, we expect that the external and internal conditions will affect directly towards the overall marketing strategy. And it will reproduce the results of the current literature in eastern developing country as Jordan.

2.7 Theoretical Concepts

1. Export Marketing Strategy

Is defined as the “means by which a firm responds to the interplay of internal and external forces to meet the objectives of the export venture” (Cavusgil & Zou, 1994, p.4).

2. The degree of adaptation of the export marketing strategy

Based on the previous studies in the strategic frame work, Cavusgil and Zou (1994) argue that the degree of adaptation determined by internal (e.g. firm and product factors) and external (e.g. industry and export market characteristics factors)

3 .Internal and external factors

3.1 Firm factors

- International Experiences: It is the gained level of experiences by the firm as an international player. (Cateora& Graham, 2008).

The firm characteristics include international experiences that would includes the resources available for export development addition to the extent of international business involvement

3.2 Product factors:

- Type of product is related to whether the product is being marketed to international market as industrial or consumer product. (Daniels, Radebaugh and Sullivan (2009). Product factors include cultural compatibility, product uniqueness, firm experience with the product and the technical complexity of the product

3.3 Industry factor

- Level of competition, it is related to the number of players in the targeted markets, their power, market share.

After studies review, the main idea indicated that the higher intensity of competition in the international markets, the greater is the need to adapt the marketing strategy. And it gives the company the ability to match the wants and the needs of the customers in the international markets and gain sustainable competitive position among their local competitors.

The industry factor mainly refers to intensity of price competition.

3.4 Export Market factors

- Government regulations**:** government regulation is an external factor that is uncontrollable by Jordanian exporters; and they are special requirements related to certain country issued by its government. Such as product standards, patents, tariffs, non-tariffs and state participation in business influencing all aspects of the marketing program. (Sang I. Park, 2006)

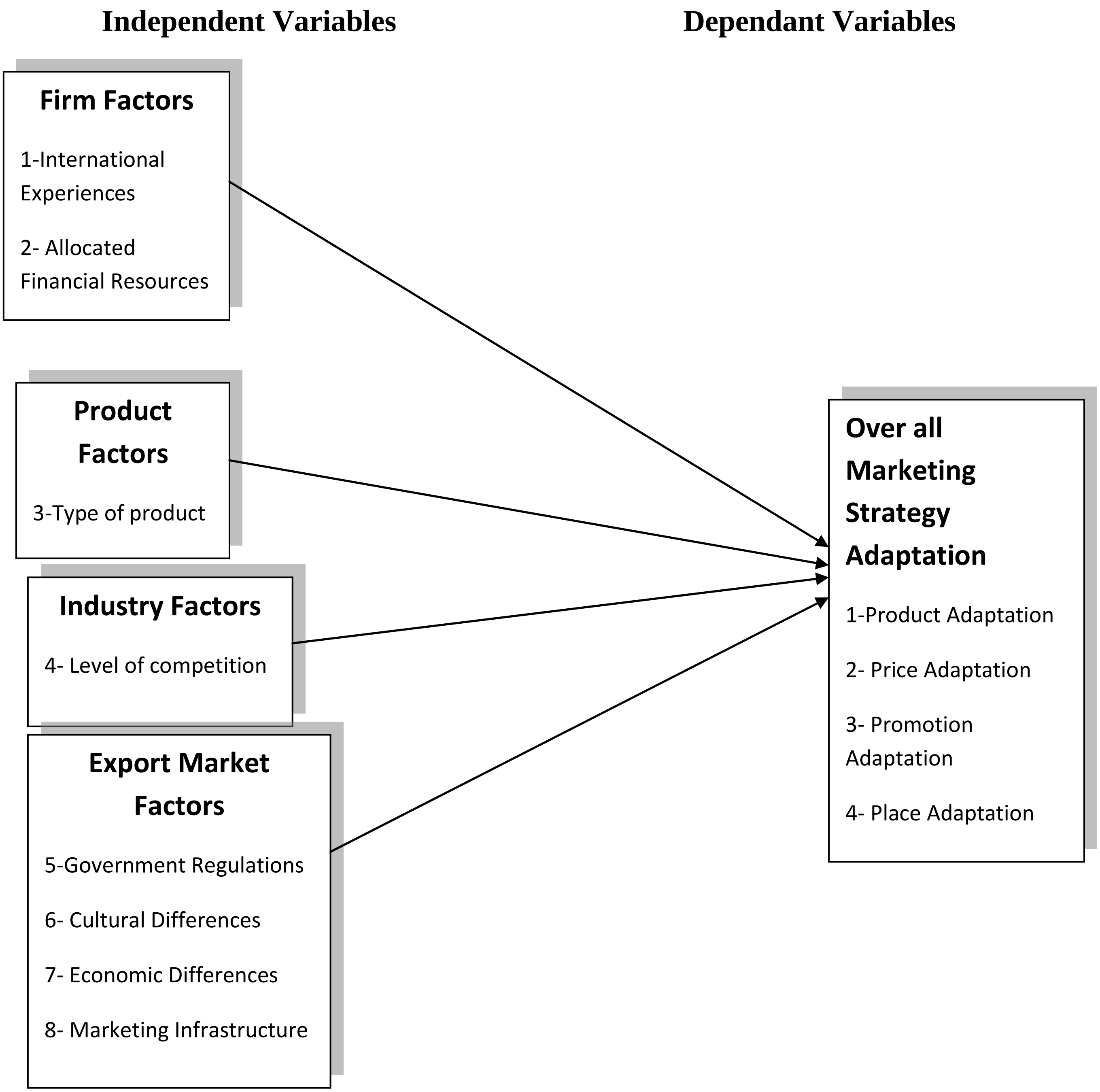
- Cultural differences: culture of each local market affects every aspect of marketing strategy; it can be argued that cultural differences across national markets influence the degree of marketing program adaptation in foreign markets. One can also anticipate that Jordanian exporters will follow the same proposition that cultural differences will force them to modify their marketing strategy. (Cateora and Graham, 2008.).

- Economic differences: the main two factors that determine the Economic level of a country are 1.The country industrial structure 2.The country income distribution. . (Kotler Philip and others, principles of marketing, 2001). So the economic difference between host and foreign country requires more adaptation on the marketing program and strategy.

- Marketing infrastructure: Is related to the difference between export and demotic market on distribution institutions, warehouses, transport services capabilities, distribution infrastructures, and media availability.

2.8 Theoretical Module:

Proposed framework of internal and external factors and export marketing Mix (Strategy)



The proposed framework shows that the degree of marketing mix adaptation as (each of the 4Ps) is a function of firm factors as (international experiences).

2.9 The Operational Definitions

The below operational definitions have been developed based on the literature survey that been conducted for this research

Independent Variables: they are a combination of internal and external factors

1. **Firm Factors**

a. International Experiences: refers to the level of experience accumulated by the firm as international business player. The items which were used in order to operationalise the construct of international experience were selected from past studies (e.g, Cavusgil & Zou, 1994; Sange, 2006) (a) perceived degree of management's international experience (1= none, 5= considerable) (b) actual number of years the company has been involved in the international business and (c) actual number of foreign countries where the company has ongoing operations. Three items to be summed form a composite scale.

b. Allocated financial recourses: refer to the amount of the firm`s financial recourses allocated to export activities. The items which were used in order to operationalise the construct of allocated financial resourses were selected from past studies (e.g , Cavusgil & Zou,1994) (a) perceived value of allocated financial resources for export (1= none, 5= considerable) (b) dedicated personal involved in export activities. two items to be summed form a composite scale.

2. **Product factors**

Type of Product: refers to the approach which the firm marketed the product to the international markets either industrial or consumer. Type of product to be measured directly by single indicator based on past studies (e.g, Cavusgil & Zou, 1994; Sange,

2006) Nominal scale to be used to categorized whether the product being exported is a consumer or industrial product (1= industrial product, 2= consumer product)

3. Industry factors

Level of competition: refers to the need of modifying the marketing program and strategy in order to meet the tastes and needs of customers in foreign markets to gain competitive position over the firm competitors in the export markets. The level of competition in export markets to be measured based on items selected from past studies (e.g, Cavusgil & Zou, 1994; Sange, 2006). these items are (a) competitive intensity in export market (bipolar scale with 1= not competitive , 5= very competitive) , (b) market share product position (1= very similar , 5 very different) . Two items to be summed from composite scale.

4. Export Market Factors

a. Government Regulations: refers to the export market's government requirements that influence the marketing program such as patents, standards, non-tariffs. To opertionalise this construct five points scale was used (1= very similar, very different) selected from past studies (e.g, Cavusgil & Zou, 1994; Sange, 2006). respondents were asked to rate the similarity or the difference of host government regulations on (a) price and sales conditions, (b) product content , performance and safety (c) packaging requirements . Three items to be summed from a composite scale.

b. Cultural Differences : refers to the " entire heritage of a society transmitted by word, or any other form and includes all traditions, habits, religion, art , and language" (Jeannett & Hennessey,2001,p.78) To opertionalise this construct five points scale was used (1= very similar , very different) selected from past studies (e.g , Cavusgil &

Zou,1994 ; Sange ,2006). Respondents were asked to assess the similarity or difference of culture on (a) understanding and interpretation of advertisements, (b) linguistic and connotative implications (c) consumer literacy and educational level (d) socio-cultural customs and taboos. Four items to be summed from a composite scale.

c. Economic differences: the economic development scope includes the process and policies by which a nation improves the economic, political, and social well-being of its people. To opertionalise this construct five points scale was used (1= very similar, 5= very different) selected from past studies (e.g, Cavusgil & Zou, 1994; Sange, 2006). Respondents were asked to assess the economic differences on (a) gross national product per capita, (b) cost of labor (c) consumer purchasing power. Three items to be summed from a composite scale

d. Marketing Infrastructure: refers to the “institutions and functions necessary to create, develop and service demand, including retailers, wholesalers, sales agents, warehousing, transportation, credit, media and more (Jain, 1989, p. 75). To opertionalise this construct five points scale to be used (1= very similar, 5= very different) selected from past studies (e.g, Cavusgil & Zou, 1994; Sange, 2006). Respondents were asked to assess the similarity or difference of marketing infrastructure on (a) distribution infrastructure, (b) warehousing (c) transport service capability (d) media availability. Four items to be summed from a composite scale

Dependant Variables: it is the degree of adaptation of the Marketing Product mix

1. **Product Adaptation:** is to use a tailor –made product program for each market (Shoham, 1996). To operationalise this construct many items were selected from past studies (e.g., Lages, 2008; Sange 2006). respondents were asked to rate the degree

of product adaptation such as (Design/style, Quality, Features/Characteristics, Brand/Branding) in the main export markets with five point bipolar scale (1= no adaptation , 5= extensive adaptation)

2. **Price Adaptation:** is to use a tailor –made price program for each market (Shoham, 1996), to operationalise this construct many items were selected from past studies (e.g., Sange 2006; Lages, 2008). respondents have been asked to rate the degree of price adaptation such as (Retail Price, Profit margin, Discounts) in the main export markets with five point bipolar scale (1= no adaptation , 5= extensive adaptation)

3. **Place Adaptation:** is to use a tailor –made distribution program for each market (Shoham, 1996), to operationalise this construct many items were selected from past studies (e.g., Lages, 2008; Sange 2006). respondents were asked to rate the degree of place adaptation (channels of distribution , physical distribution , type of middlemen) in the main export markets with five point bipolar scale (1= no adaptation , 5= extensive adaptation)

4. **Promotion adaptation:** is to use a tailor –made promotion program for each market (Shoham, 1996) to operationalise this construct many items were selected from past studies (e.g., Sange 2006; Lages, 2008). respondents were asked to rate the degree of promotion adaptation such as (advertising tools ,message content, promotion objectives , advertising budget)in the main export markets with five point bipolar scale (1= no adaptation , 5= extensive adaptation)

2.10 Hypotheses

International Experience: refers to the level of experience accumulated by the firm as international business player (Cavusgil & Zou, 1994). An experienced firm that is having the knowledge of the differences in the foreign business environment and market condition is more likely to adopt a modified marketing strategy (Hill & Still, 1984; Cavusgil & Zou, 1993). It can be argued that firms with more international experience are more likely to adopt an adapted marketing strategy in foreign markets to meet the uniqueness of each local market (Sange 2006)

H1: The international experience is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Allocated Financial Resources: There are well-grounded theoretical and empirical reasons to expect a positive relationship between the allocated financial resources and the degree of adaptation in marketing strategy at the foreign market (Morgan, *et al*, 2004).The reasons are that as increasing levels of resources are committed to the export venture managers can improve planning procedures and implement more adaptive strategies, as adaptations require greater recourses. Besides, when more recourses are allocated this will motivate managers to work more on their tasks such as strategy adaptation.

Without allocation of appropriate recourses to export ventures, firms are unable to engage in the necessary adaptation if their marketing strategy to meet host market needs (Lages *et al*, 2008a)

H2: The allocated financial recourses are positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Product Type: Research has indicated that the selection of international marketing strategy is related to the natural of the product (Jain,1989) , Studies have revealed that marketing for consumer products is more likely to be adapted, while that for industrial products is more likely to be standardized (Boddewyn et al., 1986)

H3: Jordanian firms exporting consumer products are more likely to adapt their export marketing strategy than exporters of industrial goods.

Level of competition: Previous studies have indentified that the disparity of competitive environments is a main motivator to the employment of adaptation strategy (Jain, 1989, Walters, 1986). In contrast, in the absence of competition, a firm may continuously perform well in foreign markets with a standardized marketing strategy (Jain, 1989). Cavusgil *et al.* (1993) stated that competitive intensity leads to greater adaptation to host markets by exporting firms. Also, Subramaniam and Hewett (2004) find that competitive intensity is a significant predictor of the decision to adapt or standardize products in international markets.

H4: The competitive intensity is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Government Regulation: Hill & Still (1984) argue that all foreign companies must comply with government regulations that require mandatory product changes such as measurement units, package size, branding, product performance, and safety specifications. Government regulations such as product standards, patents, tariffs,

non-tariffs, and state participation in business influence all aspects of the marketing program, thus necessitating an adaptation of the marketing program in international markets (Jain, 1989). Similarity in Laws and regulation is a factor conducive to the pursuit of standardized strategies; however, laws and regulations governing marketing activities vary significantly across countries (Harvey, 1993; Yip, 2003)

H5: The difference of government regulations between home and export market is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Cultural differences: the impact of cultural differences on the selection of adapted marketing program and strategy is well reported in the literature. (Hill and Still, 1984) have suggested that factors such as consumer literacy, education level socio-culture customs and taboos are keys to the selection of the marketing adaptation strategies. The culture of each local market affects every aspect of marketing strategy. It can be argued that cultural differences across national markets influence the degree of marketing program adaptation in foreign markets. (Sang, 2006). There is specific evidence to suggest that markets culturally more distant require a greater number of changes than the culturally more similar target countries. (Powers, 2010)

H6: The cultural differences between home and export market are positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Economic differences: Past research has suggested that a standardization strategy is more practical for markets which are at a similar economic development stage. (Hill and Still, 1984; Buzzel, 1986; Jain, 1989.). Residents in countries at similar stage of economic development are more likely to have a common consumer demand, life style pattern and purchasing power (Jain, 1989). The differences in the stage of economic development between home and foreign market influence the degree of marketing strategy adaptation of firms. The greater disparity of economic development across international markets is likely to increase the degree of adaptation of the marketing strategy. (Sang, 2006).

H7: The difference in economic development between home and export market is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Marketing infrastructure: it has been suggested that international marketing program and strategies are influenced by the marketing infrastructure of a host country, including media availability and distribution infrastructure (Akaah,1991). A number of studies have posited that standardization strategy is more likely to succeed if the basic marketing infrastructure between home and host countries is similar (Jain, 1989). The differences in the availability, cost and competencies of intermediary services, research firms, media and logistical support from one country to another hamper the use of standardized strategies (Douglas and Wind, 1987; Harvey, 1993). Variation in the number, size and dispersion of distributive outlets may necessitate a certain degree of adaptation in distribution strategy,

promotional tools, prevailing whole and retail margins, price and discount structures, and product design and packaging (Samiee, 1993).

H8: The difference in marketing infrastructure between home and export market is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

2.11 Relevant Research and Studies

- **Empirical investigation of the marketing program adaptation of Korean exporters** by Sang I. Park. The George Washington University, 2006.

  Sample: Korean exporting firms

  Independent variables: international experience, type of product, technology intensity, level of competition, government regulation, cultural difference, economic differences, exporting country image, physical conditions

  Dependent variables: marketing mix and strategy

  Results: International experience, product type, competitive intensity, government regulation, economic differences, exporting country image, physical conditions, and marketing infrastructure had a significant effect on the degree of marketing mix and/or overall marketing strategy adaptation of Korean exporting firms.

- **Standardization of International Marketing Strategy: Some Research Hypotheses Author(s):** Subash C. Jain. The Journal of Marketing, 1989.

  Independent variables : geographic area, economic factors, market development, market condition, competition, type of product, product positioning, physical environment, legal environment, political environment, marketing infrastructures , corporate orientation , headquarters-subsidiary relation and delegation of authority .

  Dependant variables: product, price, promotion and decisions.

- **Adaptation of Marketing Mix elements in International Markets**. Thomas L. Power; Jeffrey J. Loyka. University of Alabama at Birmingham, Alabama, USA. Journal of Global Marketing, 2010.

  Sample: U.S.-based exporters.

  Independent variables: company , industry and market factors such as cultural differences , consumer preferences , consumer purchasing habits, product use conditions , level of competition , Market turbulence , technological turbulence , Subunit vertical dependence , Subunit acquiescence and subunit cooperation.

  Dependant variables: distribution, promotion, product and pricing.

  Results: that adaptation is greatest for distribution, followed by price, promotion, and product.

- **Product and promotion Adaptation in export Ventures: An Empirical Investigation.** Author (s) S. Tamer Cavusgil, Shaoming Zou, G.M, Journal of International business Studies, 1993.

Population: The export venture of manufacturing companies in U.S

Dependant variables: product adaptation (i.e., upon and after entry) and promotion adaptation (i.e., positioning, packaging/labeling, and promotional approach).

Independent variables : the export sales goals for the venture, the degree of technology orientation of industry , the degree of product uniqueness, the degree of cultural specificity of the product legal regulations similarity, the extent to which export customers were familiar with the product and the competition intensity .

Chapter 3: Methodology

3.1 The Research Setting

To investigate the hypotheses of this study, a quantitative approach was used for gaining data. The questionnaire in this empirical work was for exploring and gathering relevant information to answer the research questions. The questionnaire sought managers' perceptions of marketing mix elements adaptation implemented in export firm, as well as factual information about the company, product, industry and export market. (Cavusgil, Zou and Naidu 1993). It was represented by using the 5-points likert scale questionnaire. This is considered more suitable to assess the respondents' opinions for the marketing managers of the exporter firms in Jordan. This research followed Cavusgil and Zou (1994) suggestion to select individual product market export firm as the unit of analysis since the internal and external variables and marketing strategy may vary from one export firm to another. In addition, this unit of analysis helps researchers to evaluate precisely the relation between international marketing strategy and its antecedents (Sange 2006; Lages & Montgomery, 2001; Zou, Fang & Zhao, 2003).

This study aims to make a sweeping statement from the sample to the large Jordanian exporters' population and make conclusions about the relation between the internal and external factors and the adaptation of their marketing strategies.

3.2 The Population

Any research population must be accurately specified in order to collect the required data for the research problem. Research population is "The entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran, 2008). The population in this research is defined as all the industrial exporters in Jordan, referring to

the exporters' directory of the Jordan Enterprise Development Corporation (JEDCO), there are around 500 exporters included in this research as a research population.

The main sectors listed as per the following:

1. Garment and textile.
2. Agricultural products.
3. Mining and Quarrying
4. Chemicals and fertilizers products
5. Medical, Pharmaceuticals and veterinary products.

3.3 The Sample

Sange (2006) literature review, which summarizes comparable studies published in international and export marketing related to the sample size, was crucial in achieving our study objectives. As for the sample size Sange (2006) found that among 17 comparable studies the sample size was between 51 as minimum up to 459 maximum; 35% of these studies had sample size less than 100 and 65% equal or greater than 100 of sample size.

As per the meta-analysis of Leonidou, Katsikeas, and Samiee (2002) on the international and export marketing literature 14 empirical studies out of 36 (the total reported studies) had a response rate below 30%, 20 had response rate of more than 30%. Sange (2006) also studied 17 comparable researches and they found that the response rate was between 4.2 to 75%; among those studies 54% below the 20% response rate.

The type of the sample to be used was decided to be a convenience sample, and the size of the representative sample has been determined for the whole population that consists of the 500 companies divided on the main five sectors as per the exporter's directory of

the Jordan Enterprise Development Corporation (JEDCO), we selected 100 exporters from the JEDCO directory were those in which was exporting a product into a foreign market for at least five years.

3.5 Data Collection Methods

In this research, there are two kinds of data used:

- First source: secondary data

  Consist of data that has been collected by individuals or agencies for purposes other than those of our particular research study (Sekaran, 2008). There are several sources of secondary data, for research purpose, the researcher will use books, publications, census data, statistical abstracts, data bases, case studies, conferences, periodical, and other archival records.

- Second Source: Primary Data

  In research, primary data means the data which is collected from the population for the first time. For research purpose, the researcher will collect the data from the marketing managers and exports managers in Jordan by disseminating a questionnaire prepared for this purpose. This approach has many advantages as the low cost because of the minimal staff and facilities required addition to the relatively good response rate in timely manner.

3.6 The Statistical Analysis Tools

The questionnaire will be represented by using the 5-points likert scale questionnaire, the related questions as illustrated previously in operational definitions.

1. Descriptive statistics, as the mean and the standard deviation to make comparison between the two groups.

2. Factor analysis, correlation coefficients (Pearson) to reveal the relationship between the variables.

3. Multiple regression analysis to measure the effect of the independent variables on the dependent variable. By assess the proposed model and research hypotheses.

Chapter 4: Research Findings

4.1 Sample Characteristics:

4.1.1 Distribution Channels : As for the used distribution channels, we noticed that 29% of the respondent firms are using independent distributor in the target country, 32% are using independent agent in the target country and 39% selling directly to their customers, as illustrated on table 2 .

Table 2: Sample Characteristics - Distribution channels

	Distribution channels	Percentage
1	Independent distributor in the target country.	29%
2	Independent agent in the target country.	32%
3	Selling directly to the customers	39%

4.1.2 Industry: the breakdown of the respondents across industries shows that Mining industry represented (6.5%), Fertilizers industry represented (22.6%), Pharmaceuticals industry represented (48.4%) and Garments and Textile industry represented (22.6%).

4.1.3 Type of Product: 74% of the sample was exporting industrial products and 26% consumer products.

4.1.4 International Experience: the average number of exporting experience was 9.3 years with average of export destinations of 17.1 countries.

4.1.5 Firm Size: The size of the respondent firms ranged from 32 – 1100 employees with an average of 184 employees. Their annual sales ranged from 1-200 million JOD, with an average of 29.9 million JOD.

Table 3: Sample Characteristics – (Industry, Type of product, International experience and firm size)

1	**Industry**		**Percentage**
	Mining	2	6.5%
	Fertilizers	7	22.6%
	Pharmaceuticals	15	48.4%
	Garment and textiles	7	22.6%
2	**Type of product**		
	Industry	23	74%
	Consumer	8	26%
3	**International experience**	**Range**	**Mean**
	Number of years	5-40 years	9.3 years
	Number of countries	3-60 countries	17.1 countries
4	**Firm size**	**Range**	**Mean**
	Annual sales	1-200 millions	29.9 millions
	Number of employee	32-1100 employees	184 employees

To see the country's main export, frequencies was calculated, as shown in the following table

Table 4: Sample Characteristics – Export Country.

		Frequency	Percent	Valid Percent
1	KSA	5	16.1	16.1
2	Al Geria	3	9.7	9.7
3	Canada	3	9.7	9.7
4	Egypt	3	9.7	9.7
5	Germany	2	6.5	6.5
6	India	2	6.5	6.5
7	Iraq	2	6.5	6.5
8	Libya	2	6.5	6.5
9	Spain	2	6.5	6.5
10	Syria	3	9.7	9.7
11	USA	3	9.7	9.7
12	Total	31	100.0	100.0

As noted from the previous table that Saudi Arabia came first as an export market with 5 frequencies , followed by USA ,Syria Algeria, Canada, Egypt, with 3 frequencies while Germany , India, Iraq, Libya and Spain in the last rank with 2 frequencies.

4.2 The Results:

The government regulation was the most influential factor on the degree of the adaptation of the marketing strategy, the correlation in the sample was (.629) followed by the cultural differences (.602), which means that there is a big difference between Jordan and the main export market in terms of government regulation and culture .

The marketing infrastructure correlation was (.458) and the competition was (.484) which are relatively high degree which means that the marketing infrastructure in main export market differ than the one in Jordan , addition there is an intensive competition in the main market.

International experiences and allocated financial resources have correlation in lower degree (.391) and (.279) respectively.

The adaptation on the pricing and promotion adaptation strategies were the highest with correlation reached to (.728) followed by the distribution (.534) then the product adaptation with (.197). Which means that exporters in Jordan are adapting their pricing and promotion strategies more than the distribution and product strategies.

Table 5:

Dependants and Independents Variables Correlation

	Variables	**Correlation**
1	Type of distribution channel used	-0.054
2	Product category	0.415
3	International experience	0.391
4	Allocated financial recourses	0.279
5	Competition	0.458
6	Government regulation	0.629
7	Culture	0.602
8	Economic development	-0.201
9	Marketing infrastructure	0.48
10	Distribution strategy	0.534
11	Pricing strategy	0.728
12	Promotion strategy	0.728
13	Product strategy	-0.197

4.3 Hypothesis Results:

H1: The international experience is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Pearson correlation coefficient was performed to determine if there was a positive relationship between the international experience and the adaptation of marketing mix elements and strategy, and the following table shows the results.

Table 6

Correlations between the international experience and adaptation of marketing programs and strategies (H 1)

		International Experience	Adaptation of Marketing Strategies and Programs
International Experience	Pearson Correlation	1	.391*
	Sig. (2-tailed)		.030
	N	31	31
Adaptation of Marketing Strategies and Programs	Pearson Correlation	.391*	1
	Sig. (2-tailed)	.030	
	N	31	31

*. Correlation is significant at the 0.05 level (2-tailed).

The results show that there is a correlation between the two variables where the correlation coefficient between the two variables (.391), the result indicates that Jordanian exporter's degree of overall marketing strategies and programs was affected by the level of international experience.

H2: The allocated financial recourses are positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Pearson correlation coefficient was performed to determine if there was a positive relationship between the allocated financial relation and the adaptation of the marketing strategy, and the following table shows the results.

Table 7

Correlations between the allocated financial resources and adaptation of marketing programs and strategies (H 2)

		Allocated Financial Resources	**Adaptation of Marketing Strategies and Programs**
Allocated Financial Resources	Pearson Correlation	1	.279
	Sig. (2-tailed)		.129
	N	31	31
Adaptation of Marketing Strategies and Programs	Pearson Correlation	.279	1
	Sig. (2-tailed)	.129	
	N	31	31

The results show that there is a correlation between the two variables where the correlation coefficient between the two variables (0.279), the result indicates that Jordanian exporter's degree of overall marketing strategies and programs was affected by the allocated financial resources.

H3: Jordanian firms exporting consumer products are more likely to adapt their export marketing strategy than exporters on industrial goods.

Averages were calculated to examine the differences between average of the two groups, and the following table shows the results.

Table 8

Descriptive Statistics of the adaptation on consumers versus industrial products (H3)

	N	Minimum	Maximum	Mean	Std. Deviation
Consumer	31	.00	2.00	1.4839	.88961
Industrial	31	.00	1.00	.2581	.44480
Valid N (listwise)	31				

Notes from the previous table that the average of first group was (1.4839) which is higher than the average of the second group which was (0.2581) that means Jordanian exporters are more likely to adapt a marketing strategy based on the export of consumer products more than industrial products.

H4: The competition intensity is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Pearson correlation coefficient was performed to determine if there was a positive relationship between the competition intensity and the adaptation of export marketing strategy in Jordan, the following table shows the results.

Table 9

Correlations between the competition intensity and adaptation of marketing programs and strategies (H 4)

		Competition Intensity	Adaptation of Marketing Strategies and Programs
Competition Intensity	Pearson Correlation	1	.458**
	Sig. (2-tailed)		.010
	N	31	31
Adaptation of Marketing Strategies and Programs	Pearson Correlation	.458**	1
	Sig. (2-tailed)	.010	
	N	31	31

**. Correlation is significant at the 0.01 level (2-tailed).

The result shows that there is correlation between two variables where the correlation coefficient was 0.458 ** between the two variables, the result indicates that Jordanian exporter's degree of overall marketing strategies and programs was significantly affected by the competition intensity.

H5: The difference of government regulations between home and export market is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Multiple linear regression coefficient was performed to determine if there was a positive relationship between the different government regulations in internal marketing and

external marketing strategy for the adaptation of exporters in Jordan, the following table shows the results.

Table 10

Model Summary of the Correlations between the government regulation and adaptation of marketing programs and strategies (H 5)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629[a]	.396	.329	.65371

a. Predictors: (Constant), Packaging Requirements, Price and Sales Conditions, Product Content and Quality

Appears from the previous table that the value of simple correlation coefficient R, which measures the strength of the relationship between the variables is relatively high, and has reached (.629 a) as well as the coefficient of determination (R 2) which refers to the impact of each independent variable on the dependent variable was (0.396) and factor Selection Adjusted (-2 R), which measures the explanatory power of the model as a whole (0.329) and this means that the three independent variables (government regulation influence on price and sales conditions , government regulation influence on product content and quality and government regulation on packaging requirements) affect the rate of 32% in the adaptation of marketing strategy, and the changes goes back to the remaining factors to find out whether there was a positive relationship between independent and dependent variables we make analysis of variance.

Table 11

ANOVAb between the government regulation and adaptation of marketing mix elements and strategy (H 5)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	**Regression**	7.559	3	2.520	5.896	.003[a]
	Residual	11.538	27	.427		
	Total	19.097	30			

a. Predictors: (Constant), Packaging Requirements , Price and Sales Conditions , Product Content and Quality
b. Dependent Variable: Adaptation of Marketing Strategies and Programs

From the previous table shows that the level of significance of 0.003, lower than the alpha 0.05, therefore we reject the null hypothesis and accept the alternative hypothesis. The result indicates that Jordanian exporter's degree of overall marketing strategies and programs was significantly affected by the government regulations.

the moral decline and thus there was some relationship between the independent variables and the dependent variable to learn more about the influential factors in the dependent variable, the following table shows the results of the impact of each variable of the independent variables in the dependent variable

Table 12

Coefficients[a] between the government regulation and adaptation of marketing mix elements and strategy (H 5)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	1.849	.483		3.830	.001
	Price and Sales Conditions	.429	.149	.510	2.872	.008
	Product Content and Quality	-.047	.153	-.057	-.305	.763
	Packaging Requirements	.212	.102	.333	2.081	.047

a. Dependent Variable: Adaptation of Marketing Strategies and Programs

We note from the previous table that the variable product content and quality value was less than 0.05 which means that it was the most influential factor in the dependent variable.

H6: the cultural differences between home and export market are positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Multiple linear regression coefficient was performed to determine if there was a positive relationship between the different culture and the adaptation of export marketing strategy in Jordan, the following table shows the results.

Table 13

Model Summary correlation between the cultural differences and adaptation of marketing programs and strategies (H 6)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602[a]	.362	.291	.67177

a. Predictors: (Constant), Socio-Culture Customs and Taboos , Consumer Literacy and Education Level , Understanding of Advertising

Appears from the previous table that the value of simple correlation coefficient R, which measures the strength of the relationship between the variables is relatively high, it has reached (.602 a) as well as the coefficient of determination (R 2) which refers to the impact of each independent variable on the dependent variable was (0.362) and factor Selection debugger (-2 R), which measures the explanatory power of the model as a whole (0.291) and this means that the independent variables of the three (understanding of advertising , consumer literacy and education level ,socio- culture customs and taboos) affect the rate of 29%. in the adaptation of marketing strategy, and changes the rest goes back to other factors, and to find out If there was a positive relationship between independent and dependent variables we conduct an analysis of variance.

Table 14

ANOVA[b] correlation between the government regulation and adaptation of marketing mix elements and strategy (H 6)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	**Regression**	6.912	3	2.304	5.106	.006[a]
	Residual	12.184	27	.451		

Total	19.097	30			

a. Predictors: (Constant), Socio-Culture Customs and Taboos, Consumer Literacy and Education Level, Understanding of Advertising

b. Dependent Variable: Adaptation of Marketing Strategies and Programs

Appears from the table above that the value of statistical significance of 0.006 ,is the largest of the significance level (alpha 0.05)So we accept the null hypothesis and reject the alternative hypothesis , that the moral decline and therefore no relationship between the independent variables and the dependent variable, and to learn more influential factor in the dependent variable, the following table shows the results of the impact of each variable of the independent variables in the dependent variable.

Table 15

Coefficients[a] correlation between the government regulation and adaptation of marketing mix elements and strategy (H 6)

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 **(Constant)**	4.395	.334		13.172	.000
Understanding of Advertising	-.297	.188	-.450	-1.580	.126
Consumer Literacy and Education Level	-.338	.174	-.523	-1.947	.062
Socio-Culture Customs and Taboos	.419	.155	.646	2.700	.012

a. Dependent Variable: Adaptation of Marketing Strategies and Programs

We note from the previous table that the Scio-Cultural customs and taboos, value was less than 0.05 which means that it was the most influential factor in the dependent variable.

H7: the difference in economic development between home and export market is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Pearson correlation coefficient was performed to determine if there was a positive relationship between the difference of economic development and the adaptation of export marketing strategy in Jordan, the following table shows the results.

Table 16

Correlation between the economic development and adaptation of marketing programs and strategy (H 7)

		Economic development	Adaptation of Marketing Strategies and Programs
Economic Development	Pearson Correlation	1	-.201
	Sig. (2-tailed)		.278
	N	31	31
Adaptation of Marketing Strategies and Programs	Pearson Correlation	-.201	1
	Sig. (2-tailed)	.278	
	N	31	31

The previous table shows that the correlation coefficient has reached (-. 201), a negative correlation coefficient, the result indicates that Jordanian exporter's degree of overall

marketing strategies and programs was negatively affected by the economic development level.

H8: The difference in marketing infrastructure between home and export market is positively related to the degree of marketing strategy adaptation of the exporters in Jordan.

Multiple linear regression coefficient was performed to determine if there was a positive relation between home and export market is positively related to the degree of marketing strategy adaptation.

Table 17

Coefficient correlation between marketing infrastructure and adaptation of marketing programs and strategies (H 8)

Model	R	R2	Adjusted R2	Std error
1	0.484	.234	.116	.75013

The previous table shows that the value of simple correlation coefficient R, which measures the strength of the relationship between the variables is significant, it reached (.484 a) as well as the coefficient of determination (R 2) which refers to the impact of each independent variable on the dependent variable was reached (0.234) and coefficient of determination debugger (-2 R), which measures the explanatory power of the model as a whole (0.116) and this means that the four independent variables (distribution infrastructure , warehousing, transport and media availability) explain a rate of 11%. In the adaptation of marketing strategy, both changes the rest goes back to other factors, and to learn if there was a positive relationship between independent and dependent variables

make analysis of varianceship between the different culture and the harmonization of export marketing strategy in Jordan, the following table shows the results.

Table 18

ANOVA[b] Coefficient correlation between marketing infrastructure and adaptation of marketing mix elements and strategy (H 8)

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	4.467	4	1.117	1.985	.127[a]
Residual	14.630	26	.563		
Total	19.097	30			

The previous table shows that the value of statistical significance of 0.127 which is greater than the level of (Alpha 0.05), So we accept the null hypothesis and reject the alternative hypothesis , that the moral decline and therefore no relationship between the independent variables and the dependent variable, and to learn the most influential factor in the dependent variable, the following table shows the results of the impact of each variable of the independent variables in the dependent variables.

Table 19

Coefficients[a] correlation between marketing infrastructure and adaptation of marketing mix elements and strategy (H 8)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.993	.679		4.411	.000

Distribution Infrastructure	.131	.172	.151	.764	.452
Warehousing	.169	.155	.231	1.092	.285
Transport	-.300	.188	-.412	-1.593	.123
Media Availability	.196	.187	.260	1.045	.306

a. Predictors: (Constant), Media Availability, Distribution Infrastructure, Warehousing , Transport
b. Dependent Variable: Adaptation of Marketing Strategies and Programs

We note from the above table that all variables had a value greater than 0.05 which means that all factors have an impact on the dependent variable

Table 20

Summary of Hypothesis Testing Results

Hypothesis	Expected sign	Results
H1 International experience	**Positive**	**Partially Supported**
H2 Financial recourses	**Positive**	**Partially Supported**
H3 Consumer Vs. Industrial	**Consumer**	**Supported**
H4 competition	**Positive**	**Supported**
H5 Government Regulations	**Positive**	**Supported**
H6 Cultural Differences	**Positive**	**Supported**
H7 Economic Differences	**Positive**	**Not Supported**
H8 Marketing Infrastructure	**Positive**	**Supported**

Chapter 5: Discussion and Managerial Implications

5.1 Discussion:

5.1.1 International Experience

The results show a positive relation between the level of international experience and the adaptation of the marketing mix elements and strategy, but in low degree. This is consistent with most studies in the field of international business that found the amount of international experience is positively related to the degree of adaptation. Cateora (2008) mentioned that multinational enterprises with rich international experience tend to adopt a standardized international marketing strategy; this explains why the results show low degree in the positive correlation as the majority of the exporting firms in Jordan are small and medium enterprises (SMEs).

5.1.2 Allocated Financial resources

The results show a positive relation between the level of the allocated financial resources and the adaptation of the marketing mix elements and strategy, but in low degree. The reasons are that as increasing levels of resources are committed to the export venture managers can improve planning procedures and implement more adaptive strategies, as adaptations require greater resources. In addition, when more resources are allocated to exporting ventures, managers are motivated to work harder on demanding tasks such as strategy adaptation. Without allocation of appropriate resources to export ventures, firms are unable to engage in the necessary adaptations of their marketing strategy to meet local market needs (Lages *et al*., 2008a).

5.1.3 Type of Product

The result confirms the literature as the type of product has significant impact on the adaptation of the marketing program and strategy; and the consumer products are more likely to be adapted as the cultural differences between the home –host countries has major effect addition, to the diversified consumers needs and wants. (Jain 1989; Akaah 1991; Cavusgil *et al* 1993)

5.1.4 Competition Intensity

The results indicate that the competition intensity has major effect on the degree of the adaptation; that means Jordanian exporting firm facing competitive markets when they place their products on the international markets. This is consistent with pervious empirical result from Chung (2002) and Cavusgil *et al* 1993.

5.1.5 Government Regulation

This study indicated that government regulation has greater influence on the degree of adaptation; this is consistent with literature as (Jain 1989; Chung (2002) and Cavusgil *et al* 1993). The Jordanian exporting firms have to comply with different government regulation such as REACH program which is the European Community Regulation on chemicals and their safe use. It deals with the Registration, Evaluation, Authorization and Restriction of Chemical substances. The law entered into force on 1 June 2007. European commission environment (2010); the exporters of fertilizers in Jordan have to adapt their marketing mix elements in order to allow them to enter the EU countries.

5.1.6 Cultural difference

The results show significant impact of cultural difference which is consistent with the literature.

5.1.7 Economic Difference

The results of this study show a negative relation between the economic difference and the degree of adaptation. This is contradicting with the literature. Jain 1989 hypothesized that the countries with similar stage of economical development are more likely to standardized their marketing mix element and strategy.

5.1.8 Marketing Infrastructure

As it was hypothesized, the effect of marketing infrastructure of the extend of adaptation of overall marketing strategy, price, promotion and distribution received encouraging support. These findings are consistent with the proposition that the availability of marketing infrastructure of the host country affects the feasibility and selection of standardization promotion, price and distribution strategy (Buzzel, 1968; Sorenson& Wiechmann, 1975).

5.1.9 Marketing Mix Elements

The result of this study indicates that in terms of the adaptation of the marketing mix elements the pricing was subject to higher adaptation followed by distribution then product; hence the product is the most global of the marketing mix elements and promotion and pricing are the most local. This is consistent with the literature that points to the advantages of the economies of scale. (Jain 1989; Cavusgil *et al*, 1993; Thedosiou and Leodiou 2003)

On the other hand, Jordan exporters adapt their marketing mix elements to perform more effectively in the export markets; because the adjusted price give better chance to the exporter to increase the sales and maintain acceptable market share . (Shoham 1999)

5.2 Recommendations and Managerial Implications

This study confirmed a number of findings from previous conceptual and empirical studies in the international marketing literature. Based on the findings, the current study provides guidelines to exporters in Jordan.

The results of the current study provides managers an overview and perspective on the relative level of adaptation of the marketing mix elements addition to possible reasons for their modifications such as high price and promotion adaptation are sought when (a) the main export product is consumer product and / or (b) marketing infrastructure differs between home and export market (c) the level of competition is intense and /or (d) government regulation requires modification and /or (e) when the firm has substantial international experience (f) high amount of allocated financial recourses.

This study also provides managers with a perspective on what other firms are doing in relative to their marketing mix adaptation strategies.

Since consumer product export, level of competition, government regulation, and marketing infrastructure were consistent drivers of marketing mix adaptation, export managers may devise their overall marketing strategy according to each of

these marketing mix components, in other words, and overall all marketing strategy cannot be apart from the marketing program elements.

5.3 Limitations and Future Research Directions:

There are several limitations in this study that provoke several issues for future research in the international marketing literature.

a. This study considered several variables of internal and external factors, but it does not control for other potentially relevant variables. For example physical condition, home country image, consumer preferences, product life cycle, corporate branding strategy and corporate organizational structure. Future research can directly assess the effect of these variables on the degree of marketing strategy adaptation.

b. This study assessed the export marketing program and strategies adaptation/standardization form a SMEs firm perspective, as most of companies in Jordan are in SME's level, but it didn't assess them from non SME's perspective. Future research can directly compare and contrast the marketing strategies and determinants of SMEs and Non SMEs firms using the same formwork.

c. Many industries were underrepresented in this study, as the disseminating of questionnaire was only for the main exporting sectors such as mining, fertilizers, pharmaceuticals...etc. It is necessary for future research to emphasize the small industries.

d. Some surveys didn’t reach their intended recipients because of not up-to-date database we have used. Then by follow-up telephone calls to potentials respondents, non responses from those who did receive the survey appeared to be due to concerns with receipt of mail from unknown sources, the length of the survey. But we couldn’t use in-depth interviews due to time and budget constrains which can provide more reliable and accurate data. Further research may consider personal interviews with marketing and/or export managers as the method of primary data collection and compare the results with those of current study.

f. this study opens the door to conduct comparative studies using the current research model across similar countries in the Middle East and North Africa within certain industry.

g. the relation between international marketing strategy standardization /adaptation and firm performance not included in this study . Future research should extend the current model and include the export performance measures to provide a benchmarked measure of performance against organizational expectations and affects the selection of future strategies.

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Appendix 1: Questionnaire in English

<u>Section 1</u>

A. Please reflect upon international marketing strategy of your firm which has involved marketing to consumers internationally. Please describe the main export country (most important country in terms of sales revenue) and the main export product (most important product in terms of sales revenue in the main export country) of your firm over the past year (2009)

Main export country: ………………

Main export product: ………………

<u>Section 2</u>

A. In reference to your firms main export country in year 2009, which of the following best represents the type of distribution channel used?

1. Independent distributor in the target country.
2. Independent agent in the target country.
3. Export Management Company in your home country.
4. Trading company in your home country.
5. Selling directly to customers (wholesalers, retailers, independent distributors).
6. Joint venture or strategic alliance with distributors in the target country.

<u>Section 3</u>

A. In year 2009 which the following product category best represents the product that was exported to the main export country?

1. Consumer product
2. Industrial product

Section 4- International Experience.

A. Please indicate on the scale provided the level of your firm`s international experience

None 1 2 3 4 5 considerable

B. Please describe the number of years your firm has been exporting to international business ………..years

C. Please describe the number of foreign countries that your firm exports: …….. countries

Section 5- Allocated Financial Recourses.

A. Please indicate on the scale provided the level of your firms allocated financial resources.

None	1	2	3	4	5	Considerable

B. Please describe the number of dedicated person in the export marketing department……..

Section 6 - Competition

Please indicate on the scale provided the level of competition in the main export country on the following items.

A. degree of competitive intensity in the main export country

Not Competitive	1	2	3	4	5	Competitive

B. Similarity or difference of product market share between Jordan and the main export country.

Similar	1	2	3	4	5	Different

Section 7- Government Regulation

Please indicate on the scale provided the level of government regulation between Jordan and the main export country on the following three items.

A. Government regulation on price and sales condition

Similar	1	2	3	4	5	Different

B. Government regulation on product content, performance and safety.

Similar	1	2	3	4	5	Different

C. Government regulation on packaging requirement

Similar	1	2	3	4	5	Different

Section 8- Culture

Please indicate on the scale provided the similarity or difference of culture between Jordan and the main export country on the following three items.

A. Understanding and interpretation of advertisement

Similar	1	2	3	4	5	Different

B. Consumer literacy and education level

Similar	1	2	3	4	5	Different

C. Socio-culture customs and taboos

Similar	1	2	3	4	5	Different

Section 9- Economic Development

Please indicate on the scale provided the similarity or difference between Jordan and the main export country on the following four items.

A. Gross domestic product (GDP) per capita.

Similar	1	2	3	4	5	Different

B. Cost of labor.

Similar	1	2	3	4	5	Different

C. Stage of economic development

Similar	1	2	3	4	5	Different

D. Consumer purchasing power

Similar	1	2	3	4	5	Different

Section 10 - Marketing Infrastructure

Please indicate on the scale provided the similarity or difference in marketing infrastructure on the following four items.

A. Distribution infrastructure

Similar	1	2	3	4	5	Different

B. Warehousing (e,g., storage warehouse)

Similar	1	2	3	4	5	Different

C. Transport (e.g., railroad, water, truck, air) service capability.

Similar	1	2	3	4	5	Different

D. Media availability

Similar	1	2	3	4	5	Different

Section 11- Distribution Strategy

A. To what extent the Distribution strategies (Channels, Criteria to select distribution system, Sales force management) were different when comparing Jordan with the main export country in the year 2009?

Standardization	1	2	3	4	5	Adaptation

Section 12- Pricing Strategy

A. To what extent the pricing strategies (Final retail price, Price discount policy, Margins) were different when comparing the domestic market with the main export country in year 2009?

Standardization	1	2	3	4	5	Adaptation

Section 13- Promotion Strategy

To what extent the promotion strategies (Advertising and promotion content, budget size, Promotion objectives) were different when comparing the domestic market with the main export country?

Standardization	1	2	3	4	5	Adaptation

Section 14 – Product Strategy

A. To what extent the Product strategies (Design/style, Quality , Packaging and labeling ..Etc) were different when comparing the domestic market with the main export country in year 2009?

Standardization	1	2	3	4	5	Adaptation

Section 15- Over all marketing strategy

A. To what extent the overall marketing strategy (i.e., place, price, promotion and product) was different when comparing the domestic market with the main export country?

Standardization	1	2	3	4	5	Adaptation

General information

The following questions are solely for classification purposes and confidentiality will be assured.

B. What are your firm`s annual sales? $

C. How many employees are in your firm?

D. What is your title or position in your organization?

Thank you for taking the time to complete the survey, Please return this questionnaire to:

Appendix 2: Covering letter in Arabic

الجامعة الأردنية
كلية الدراسات العليا
قسم الأعمال الدولية

السادة شركة ....
عناية السيد/ السيدة ....

أنا طالب باحث في الجامعة الأردنية من كلية الأعمال، موضوع رسالتي **العوامل المؤثرة على درجة التكيف في البرامج والإستراتيجيات التسويقية لشركات التصديرية الأردنية .**

إن مساعدتكم لي في الإجابة عن أسئلة الاستبانة من شأنها أن تساعدني في تحقيق الأهداف المنشودة من هذه الدراسة. يرجى التكرم بقراءة الاستبانة والإجابة عنها بدقة وموضوعية، علما بأن المعلومات التي ستتكرمون بالإدلاء بها ستعامل بسرية تامة وستستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم،،،

الباحث
محمد عربيات

Appendix 3: questionnaire in Arabic

القسم الأول:

يرجى بيان السوق الرئيسية التي يصدر اليها (أهم دولة من حيث الإيرادات البيعية) و المنتج الرئيسي (أهم سلعة تم تصديرها من حيث الإيرادات البيعية) للعام الماضي 2009 .

السوق الرئيسية المصدر إليها..............................

السلعة الرئيسية المصدرة ....

القسم الثاني :

أي من الآتي يمثل نوع **قناة التوزيع** المستخدمة في **السوق الرئيسية** للعام 2009 ؟ (ضع دائرة)

1. موزع مستقل في البلد المستهدفة.
2. وكيل مستقل في البلد المستهدفة .
3. شركة تصدير أردنية .
4. البيع المباشر للزبائن (بائعين،تجار تجزئة، موزعين مستقلين) في البلد المستهدفة .
5. مشاريع مشتركة أو تحالفات إستراتيجية مع الموزعين في البلد المستهدفة .
6. غير ذلك ....

القسم الثالث:

ماهي طبيعة المنتجات التي تم تصديرها إلى **البلد المستهدفة الرئيسية؟** (ضع دائرة)

1. منتجات الاستهلاكية
2. منتجات الصناعية

القسم الرابع :

يهدف هذا القسم إلى معرفة **مستوى الخبرة الدولية** في مجال التصدير لشركتكم .

1 - الرجاء البيان على المقياس الخماسي التالي مستوى الخبرة الدولية لشركتكم . (ضع دائرة)

غير موجودة 1 2 3 4 5 كبيرة جدا

2 - ما هي عدد السنوات التي مارست فيها الشركة التصدير دوليا .... سنة
3 - ما هو عدد الدول الخارجية التي تصدر لها شركتك .... دولة .

القسم الخامس :

يهدف هذا القسم إلى معرفة **مستوى الموارد المالية المخصصة للأنشطة التصديرية** .

1 - البيان على المقياس التالي مستوى الموارد المالية المخصصة من شركتم للأنشطة التصديرية. (ضع دائرة)

غير موجودة 1 2 3 4 5 كبيرة جدا

2 - ما هو عدد الموظفين المتفرغين للعمل ضمن الأنشطة التصديرية ....

القسم السادس :

يهدف هذا القسم إلى تحديد **مستوى المنافسة** في السوق الرئيسية المصدر إليها في العام 2009 ، الرجاء البيان على المقياس الخماسي التالي مستوى المنافسة في السوق الرئيسية المصدر إليها للعناصر التالية :

1 - حدة المنافسة في السوق الرئيسية المصدر اليها . (ضع دائرة)

غير موجودة 1 2 3 4 5 كبيرة جدا

2 - التشابه و الاختلاف بين الأردن و البلد الرئيسية المصدر إليها من حيث الحصة السوقية للمنتج الرئيسي . (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا (ضع دائرة)

القسم السابع:

يهدف هذا القسم إلى تحديد مستوى الإختلاف والتشابه في **التشريعات والقوانين الحكومية** بين الأردن و السوق الرئيسية المصدر إليها في العام 2009 ، الرجاء البيان على المقياس الخماسي التالي مستوى التشابه والإختلاف في التشريعات والقوانين الحكومية بين الأردن و السوق الرئيسية المصدر إليها للعناصر التالية :

1 - التشابه و الاختلاف في التشريعات والقوانين الحكومية التي تحدد السعر وظروف العملية البيعية . (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

2 - التشابه و الاختلاف في التشريعات والقوانين الحكومية التي تحدد محتوى المنتج وجودته وأدائه . (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

3 - التشابه و الاختلاف في التشريعات والقوانين الحكومية التي تحدد نوع وكيفية تغليف المنتج . (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

القسم الثامن:

يهدف هذا القسم إلى تحديد مستوى الإختلاف والتشابه في **الثقافة السائدة** بين الأردن و السوق الرئيسية المصدر إليها في العام 2009 ، الرجاء البيان على المقياس الخماسي التالي مستوى التشابه والإختلاف في الثقافة السائدة بين الأردن و السوق الرئيسية المصدر إليها للعناصر التالية:

1 - التشابه و الاختلاف في فهم و تفسير الإعلان التجاري من قبل الفئة المستهدفة . (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

2 - التشابه و الاختلاف في المستوى المعرفي و التعليمي للمستهلك. (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

3 - التشابه و الاختلاف في العادات الثقافية و الاجتماعية: (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

القسم التاسع :

يهدف هذا القسم إلى تحديد مستوى الإختلاف والتشابه في **درجة التطور الإقتصادي** بين الأردن و السوق الرئيسية المصدر إليها في العام 2009 ، الرجاء البيان على المقياس الخماسي التالي مستوى التشابه والإختلاف في درجة التطور الإقتصادي بين الأردن و السوق الرئيسية المصدر إليها للعناصر التالية .

1 - الناتج المحلي الإجمالي للفرد. -GDP- . (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

2 - تكلفة الأيدي العاملة (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

3 - القوة الشرائية عند المستهلك (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

القسم العاشر :

يهدف هذا القسم إلى تحديد مستوى الإختلاف والتشابه في **البنية التحتية التسويقية** بين الأردن و السوق الرئيسية المصدر إليها في العام 2009 ، الرجاء البيان على المقياس الخماسي التالي مستوى التشابه والإختلاف في البنية التحتية التسويقية بين الأردن و السوق الرئيسية المصدر إليها للعناصر التالية :

1 - توفر القنوات التوزيعية (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

2 - توفر مستودعات للتخزين (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

3 - توفر طرق النقل (سكك الحديد، خطوط بحرية، الشاحنات، خطوط جوية): (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

4 - توفر الوسائل الإعلانية: (ضع دائرة)

متشابهة جدا 1 2 3 4 5 مختلفة جدا

القسم الحادي عشر

يهدف هذا القسم التعرف على **الإستراتيجية التوزيعية (** قنوات التوزيع المستخدمة ، وسائل نقل البضائع ، إدارة القوة البيعية...) التي إتبعتها الشركة في السوق الرئيسية المصدر إليها في العام الماضي 2009 ، و معرفة درجة التكيف في إستراتيجية التوزيع المتبعة في السوق الرئيسي المصدر إليه مقارنة بالسوق المحلي. (ضع دائرة)

لا يوجد تكيف 1 2 3 4 5 تكيف كبير

القسم الثاني عشر :

يهدف هذا القسم التعرف على **الإستراتيجية التسعيرية (**السعر النهائي للمستهلك، سياسة الخصم ، الهامش الربحي) التي إتبعتها الشركة في السوق الرئيسية المصدر إليها في العام الماضي 2009 ، و معرفة درجة التكيف في إستراتيجية التسعير في السوق الرئيسي المصدر إليه مقارنة بالسوق المحلي. (ضع دائرة)

لا يوجد تكيف 1 2 3 4 5 تكيف كبير

القسم الثالث عشر:

يهدف هذا القسم التعرف على **الإستراتيجية الترويجية** (الوسيلة الإعلانية المستخدمة ، محتوى الرسالة الإعلانية ، حجم الإنفاق على الأعلان و الترويج ، أهداف الترويج)التي إتبعتها الشركة في السوق الرئيسية المصدر إليها في العام الماضي 2009 ، و معرفة درجة التكيف في إستراتيجية الترويج في السوق الرئيسي المصدر إليه مقارنة بالسوق المحلي. (ضع دائرة)

لا يوجد تكيف 1 2 3 4 5 تكيف كبير

القسم الرابع عشر:

يهدف هذا القسم التعرف على **إستراتيجية المنتج (**تصميم وشكل المنتج، جودة المنتج، صفات وخصائص المنتج، اسم العلامة التجارية ...) التي إتبعتها الشركة في السوق الرئيسية المصدر إليها في العام الماضي 2009 ، و معرفة درجة التكيف في إستراتيجية المنتج في السوق الرئيسي المصدر إليه مقارنة بالسوق المحلي. (ضع دائرة)

لا يوجد تكيف 1 2 3 4 5 تكيف كبير

القسم الخامس عشر :

1 - ما هي درجة التغيير والتعديل (التكيف) في **الإستراتيجية التسويقية** بشكل عام (المنتج، التوزيع، الترويج،التسعير) التي إتبعتها الشركة في السوق الرئيسية المصدر إليها مقارنة بالسوق المحلي ، في العام 2009. (ضع دائرة)

لا يوجد تكيف 1 2 3 4 5 تكيف كبير

معلومات عامة :

المعلومات الواردة في أجاباتكم على الأسئلة التالية لأغراض التصنيف في هذه الدراسة الأكاديمية ، ونؤكد عدم إستخدامها بغير ذلك بأي شكل من الأشكال .

1 - ما هو حجم المبيعات السنوية لشركتكم .... دينار أردني
2 - ما هو عدد الموظفين ضمن شركتكم .... موظف .
3 - ما هو المسمى الوظيفي لك في الشركة ....

شكرا لكم ، الرجاء إعادة هذه الإستبانة إلى

محمد عربيات

ص. ب :

فاكس : 5154020 ، بريد الكتروني : marabiat@gmail.com **و للإستفسار هاتف : 57 57 525 079**

التكيف في البرامج والأستراتيجيات التسويقية في الشركات التصديرية الأردنية

الطالب : محمد عبداللطيف عربيات

المشرف

الأستاذ الدكتور محمد ابراهيم عبيدات

ملخص

بحثت هذه الدراسة في درجة التكيف في المزيج التسويقي و الإستراتيجية التسويقية في الأسواق الخارجية ومدى تأثير العوامل الداخلية مثل (المنشأة والمنتج) و العوامل الخارجية مثل (الصناعة و السوق المستهدف) على درجة التكيف في المزيج والأستراتيجيات التسويقية للشركات التصديرية الأردنية. استطلعت هذه الدراسة آراء مدراء التسويق والتصدير في الشركات التصديرية الأردنية من خلال قاعدة بيانات تم الحصول عليها من المؤسسة الأردنية تطوير الصادرات (JEDCO)، حيث تم توزيع 100 إستبانة على الشركات محل الدراسة و إستجابت 31 شركة . نتائج الدراسة أشارت الى أن التعليمات و الأنظمة الحكومية في البلد المستهدف هو أكبر عامل مؤثر على درجة التكيف في المزيج والإستراتيجية التسويقية ، يليه من حيث درجة التأثير الإختلافات الثقافية و حدة المنافسة و البنية التحتية التسويقية ، وبدرجة أقل الخبرة الدولية و الموارد المالية المخصصة للتصدير . و أشارت نتائج الدراسة أيضا أن الترويج والتسعير هما الأكثر تكيفا في المزيج التسويقي للشركات التصديرية الأردنية يليهما التوزيع ثم المنتج.

إقترحت هذه الدراسة أسباب موجبة للتكيف في البرنامج التسويقي التصديري مثل التوصية بأهمية التكيف في التسعير والترويج عندما تكون السلعة المصدرة إستهلاكية و/أو حدة منافسة كبيرة و/أو وجود تعديلات تفرضها الأنظمة و التعليمات الحكومية و/أو تمتع المنشأة بخبرة دولية كبيرة .